

AIDS TOOLKITS

PLANNING TOOLS



This Toolkit deals with the following:

- How can the Toolkits help to ensure that HIV/AIDS issues are incorporated in Ministry plans?

- Planning an internal impact assessment
- Planning an external impact assessment
- Listing action responses

How can the Toolkits help to ensure that HIV/AIDS issues are incorporated in Ministry plans?

An example of a planning exercise in which the Toolkit may be used is given in Figure 1. This figure indicates that impact assessments as described in Steps 2 and 3 of the Toolkit can be used at two levels: firstly, to help enlist leadership commitment to HIV/AIDS issues, and secondly, to provide the detailed information necessary for operational planning.

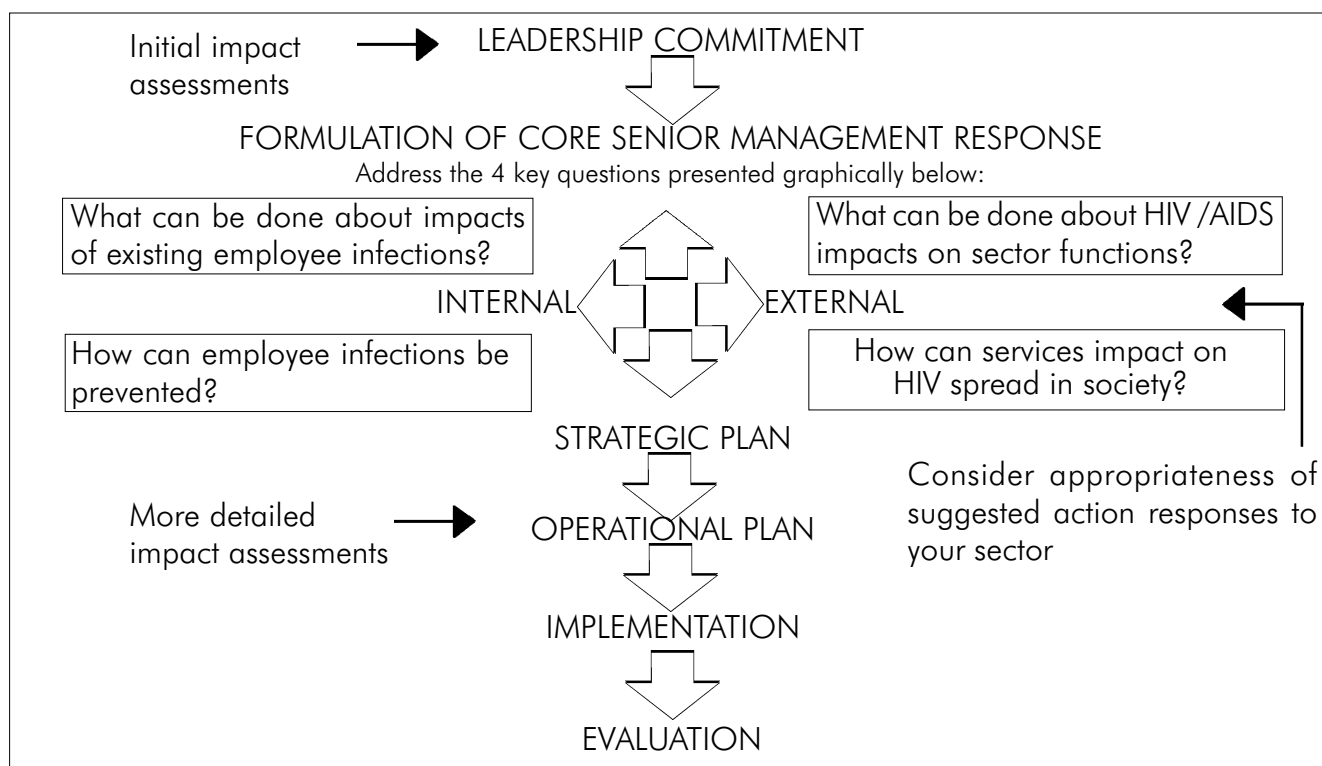
Possible action responses outlined in Step 4 in the Toolkit can be used to help answer the 4 key questions posed in Figure 1.

In this example, prioritisation of impact assessments and responses would be done initially while enlisting leadership commitment, and then more thoroughly by the team responsible for drafting strategic plans.

Detailed considerations concerning HIV/AIDS issues and planning are provided in the following two documents:

1. *Guide to the strategic planning process for HIV/AIDS*. (Downloadable from <http://www.un.unaids.org/>). This document describes a process for developing a national strategic plan for HIV/AIDS.
2. *The integration of HIV/AIDS into national development planning*. G.P. West, A. Whiteside and L. Fransen (eds.), Occasional Paper No. 2, ERU Series on HIV/AIDS, University of Natal, Durban 1996. This document is targeted at development planners and contains chapters on strategic and institutional issues for integrating HIV/AIDS into planning, as well as practical guidelines.

Figure 1: An example of a planning exercise.



Planning an internal impact assessment

Some general considerations in planning an internal impact assessment are presented in Step 2 of the sector-specific document. Referring to these considerations, complete a similar chart to that illustrated below for your Ministry. The purpose of the chart is to provide a means of recording initial thinking and to suggest ways progress can be monitored.

Chart 1: Examples of possible internal impact assessment requirements

	Purpose of assessment	Examples of types of assessment that may be appropriate	Examples of suggested indicators
Employee infections and susceptibility to infection	Motivation only - ballpark figures	<ul style="list-style-type: none"> ■ HIV prevalence estimates based on regional/provincial HIV prevalence ■ Rough estimate of 'multiplier effect' for service-based Ministries (e.g. no. employee AIDS deaths X no. service recipients per employee) ■ Semi-structured interviews with employees 	<ul style="list-style-type: none"> ■ Numbers of HIV infected currently ■ Numbers of AIDS deaths p.a. ■ Numbers of service recipients potentially affected ■ Numbers of new infections p.a. ■ % reported condom use ■ % reported sex with > 1 partner in previous year ■ Knowledge, attitudes and behaviour towards prevention and treatment of HIV/AIDS
Absenteeism and productivity	Planning restructuring of work processes	<ul style="list-style-type: none"> ■ Review of sick leave utilisation, absenteeism, operational implications & costs ■ Review of work processes and interviews with key personnel to identify areas vulnerable to stoppages and bottlenecks ■ Review of sick leave policies ■ Calculation of projected sick leave & resultant work stoppages 	<ul style="list-style-type: none"> ■ Numbers of days sick leave, other absenteeism p.a. over past 3 years ■ Appropriate measures of Ministry productivity, e.g. units delivered, applications processed, no. trainees etc. ■ Projected sick leave & costs under current benefit structure
Recruitment and training	Planning	<ul style="list-style-type: none"> ■ Skills audits ■ Review of staff turnover ■ Review & analysis of recruitment costs 	<ul style="list-style-type: none"> ■ Days from vacancy to filled post for various categories of personnel ■ Costs of advertising, interviewing and appointing personnel at various levels
Morale	Motivation	<ul style="list-style-type: none"> ■ Focus groups ■ Anonymous employee surveys 	<ul style="list-style-type: none"> ■ Proportion of employees affected by AIDS illness or death- family members, friends, colleagues ■ Types of impacts experienced by employees ■ Attitudes to various forms of support or work characteristics that could be offered by the workplace
Benefits	Motivation only - for benefit restructuring, need external help	<ul style="list-style-type: none"> ■ Review of sick leave policies ■ Calculation of projected sick leave & other absenteeism & costs 	<ul style="list-style-type: none"> ■ Employer contribution to schemes p.a. ■ Numbers of death claims ■ Numbers of disability claims ■ Numbers of ill health retirements ■ Costs of the above
Gender	Motivation	<ul style="list-style-type: none"> ■ Workplace survey ■ Focus groups with external facilitator 	<ul style="list-style-type: none"> ■ Numbers of women in management level positions ■ Perceptions of gender sensitivity
Capacity to respond	Planning new interventions and increasing effectiveness of existing interventions	<ul style="list-style-type: none"> ■ Review of public profiling of HIV/AIDS by the Ministry ■ Review of policy, including relevance of content, employee involvement ■ Review of employee HIV/AIDS prevention programme ■ Survey of line managers ■ Evaluation of employee assistance programmes ■ Focus groups or semi-structured interviews with users and non-users of employee assistance programmes 	<ul style="list-style-type: none"> ■ Profile of HIV/AIDS in any Ministry publications? ■ Public messages from political leadership? ■ Numbers of employees reached by education messages ■ Budget and personnel capacity for prevention ■ Availability of condoms ■ Knowledge and attitudes to HIV/AIDS among those who have received HIV/AIDS education and comparison group who have not received education ■ Knowledge and attitudes to HIV/AIDS among line managers ■ Numbers of employees who use employee assistance programmes ■ Users and non-users views on quality of employee assistance programmes

Planning an external impact assessment

Some general considerations in planning an external impact assessment are presented in Step 3 of the sector-specific document. Referring to these considerations, complete a similar chart to that illustrated below for your Ministry. The purpose of the chart is to provide a means of recording initial thinking and to suggest ways progress can be monitored.

Chart 2: Examples of possible external impact assessment requirements [Ministry of Agriculture]

Examples of core Ministry functions	Purpose of assessment	Examples of types of assessment that may be appropriate	Examples of suggested indicators
Rural development	Planning and targeting future programmes	<ul style="list-style-type: none"> Regional-level analyses of HIV data from Department of Health antenatal surveys Projections of HIV infection, AIDS deaths and children orphaned by AIDS in future years Assessment of routinely available data from Department of Health on health status and access to services Review of current rural development initiatives Assessment of routinely available data from mining companies on retrenched and ill workers, and repatriation procedures 	<ul style="list-style-type: none"> Numbers of HIV infected by region Numbers of AIDS deaths by region Numbers of HIV infected, AIDS deaths and children orphaned by AIDS in 5, 10 and 15 years Proportion of AIDS affected households by region Proportion of households with access to piped water and/or appropriate labour-saving devices by region Region-specific infant mortality rate, child mortality rate, distance from health facilities
Commercial agriculture	Motivation for employers to plan for HIV/AIDS impacts and institute prevention	<ul style="list-style-type: none"> Interviews or focus groups with commercial organisations and employee representatives Surveys of organisations wrt economic impacts of HIV/AIDS 	<ul style="list-style-type: none"> Numbers of farm-worker children likely to be orphaned Knowledge, attitudes and practices with respect to HIV infection, AIDS illness and death Costs of absenteeism, employee benefits, care of orphans and the ill
Occupational health and safety	Motivation as above	<ul style="list-style-type: none"> Interviews and surveys Use of appropriate routinely available data Inclusion of questions on use and housing of migrant labour in any routine surveys of farms Review tasks and beneficiaries of extension workers 	<ul style="list-style-type: none"> Numbers of migrant farm workers according to region and type of enterprise Numbers of extension workers to be trained in HIV education Potential and actual nos. of beneficiaries of HIV prevention programmes using extension workers Numbers of condoms distributed per target population
Protecting rights of agricultural workers and other rural dwellers	Policy development and planning	<ul style="list-style-type: none"> Review legislation wrt occupancy and inheritance rights of widows and orphaned children Telephonic surveys of rural NGOs Develop system to monitor evictions and fate of orphans on farms 	<ul style="list-style-type: none"> Numbers and types of reported evictions Any evidence from NGOs regarding circumstances of orphans and widows?
Agricultural training	Motivation	<ul style="list-style-type: none"> Informal focus groups Rough estimate of current and future HIV infection and AIDS deaths in students, based on age-specific HIV prevalence for the region/province 	<ul style="list-style-type: none"> Knowledge, attitudes and practices with respect to HIV prevention and AIDS amongst students and recent graduates Cumulative AIDS deaths expected in future years
Policy and legislation	Policy development and planning		

Listing action responses

Examples of action responses in the chart below are taken from Step 4 in the sector-specific document. The chart lists action responses for a hypothetical situation, to illustrate that for each action, stakeholders need to be identified and a person or group allocated to take the action forward. Examples of indicators that may help you to monitor the action are suggested.

Complete a similar chart for your Ministry using the actions you have identified in Step 4.

Chart 3: Listing action responses

Examples of response or project	Stakeholders	Person or group responsible	Examples of suggested indicators
Streamline recruitment processes	Ministry of public service & administration; employee representatives	Task team	<ul style="list-style-type: none">■ Change in official recruitment procedures■ Days from vacancy to filling posts at various levels
Facilitate early disclosure of positive HIV status	Employee representatives; employee assistance programme	Employee assistance programme team	<ul style="list-style-type: none">■ Knowledge and attitudes to HIV among line managers and employees■ Numbers of early disclosures

This document is one in a series of pamphlets targeted at Government Ministries.

The aims are:

- to assist priority sectors to identify areas where they are vulnerable to the impacts of HIV/AIDS.
- to suggest specific steps that can be taken.

Acknowledgements

This Toolkit was prepared by Abt Associates Inc. South Africa, and the Health Economics and HIV/AIDS Research Division of the University of Natal. Input was provided by the World Bank and others at a workshop in Durban in June 1999.

Funded by the USAID
Bureau for Africa,
Office of Sustainable
Development
Award No.
AOT-G-00-97-00375-00

